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# **A Study on the Organizational Staff Structure Among the Selected College Libraries of West Garo Hills, Meghalaya, India**

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**Abstract:** *Organizational structure involves a combination of relationships being operated among positions and jobs to achieve and accomplish the organization's objectives. It is a pattern of relationships that has been generated through a conscious planning process. It operates within an environment which comprises economic, social, cultural, political, and legal subsystems. Meanwhile, any change in factors can impact the design of an organization which will necessitate a change in the structure to suit the new conditions. Generally, it can be affected by goals, strategy, environment, technology, organization size, and the psychological characteristics of workers. Since an organization is continuously interacting with its environment in terms of drawing inputs from it and providing it its outputs. It is found that most libraries and information centers operate in complex and changing external environments which produce new challenges. These changes necessitated are redefining jobs and redesigning existing departments to suit the new technological process. The present paper is a study conducted on the organizational staff structure of college library professionals of West Garo Hills of Meghalaya. A structured questionnaire was prepared and distributed personally to the library professionals. The data collected were gathered and analyzed for discussion. Based on the results obtained, a few suggestions are also being incorporated.*

**Keywords:** Academic Library, College Library, Organization, Staff Structure, Tura, West Garo Hills, Meghalaya

## **1. Introduction**

Organizational structure is the formal relationships among groups and individuals in an organization. It is the basic framework of formal relationships among tasks, activities, and people in the organization. Organizations need to be efficient, flexible, innovative and caring to achieve sustainable competitive advantage. It is through the manpower which reflects to their organization and environment.

An organization can be structured in many different ways, depending on its objectives. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup, and individual.

## **2. Definition of Organizational Structure**

Structure refers to the relations between the components of an organized whole. Organizational structure is the framework of the relations on jobs, systems, operating process, people, and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task of determining duties and coordinates them.

Organizational structure refers to the models of internal relations of organization, power and relations and reporting, formal communication channels, responsibility, and decision-making delegation as such. The main principles of an organization are coordination and cooperation between its activities and internal organizational relations in terms of supervision, reporting and getting reports, feedback mechanism, etc.

## **3. Previous Studies**

**Stokes (2005)** conducted a study on the area of organizational structure, which focuses on the relationship between the role of the public relations practitioner in the organization. The importance of this study lies in its ability to expand organizational theory in public relations by examining organizational factors which can contribute towards performance based output.

**Noah (2008)** investigated the existing level of the work environment among the employees. It reflected that employees have a high interest in participating in the process of decision making in their workplace. The study also highlighted the relationship between education and age of the employees and employee's involvement in decision making.

**Bhutto, Laghari, and Butt (2012)** focused on the relationship between measures of organizational climate and measures of job satisfaction as applied to executives of public, private, and foreign banks. Another purpose of this study was to determine whether perceptions of different employees are different about organizational climate and job satisfaction or not.

**Jyoti (2013)** highlighted the importance of relationship to other organizational parameters including job satisfaction, job performance, leadership behavior, and the quality of workgroup interaction. Job satisfaction along with organizational climate plays a vital role in retaining the employees by enhancing their commitment towards the organization.

**Ibrahim and Qatawneh (2014)** aims to examine three main structural dimensions which are formalization, centralization, and standardization. This research aims to examine the possible mediating impact on the relationship between organizational structure and organizational commitment, depending on whether a firm is in the private or public sector. This study attempts to detect whether structure dimensions and organizational commitment differ among employees working in public and private firms in Jordan.

**Gupta and Shah (2017)** study on a set of characteristics among the Private bank employees' performance and incentives in relationship with performance which resulted to increase productivity. It highlights the role of learning efficiency, role ambiguity, organization climate on employee productivity.

**Mon, Jasfar, and Arafah (2019)** conducted a study to analyze the relationship between the organizational structure, strategy, change management to obtain performance through the organizational contribution made by the employees. The results obtained reflect that there is a significant influence upon the factors towards the performance contributed.

#### **4. Objectives of the Study**

The main objectives of the study are as follows

- i. To find out the present status of the working library staff among the selected college libraries.

- ii. To find out the need and requirements of the library staff members towards career advancement and job upliftment.
- iii. To study whether the necessary emphasis is provided from the concerned authority towards participation and conduction of training programs for the library staff.
- iv. To identify the areas of difficulties faced by the library staff members in their work environment.

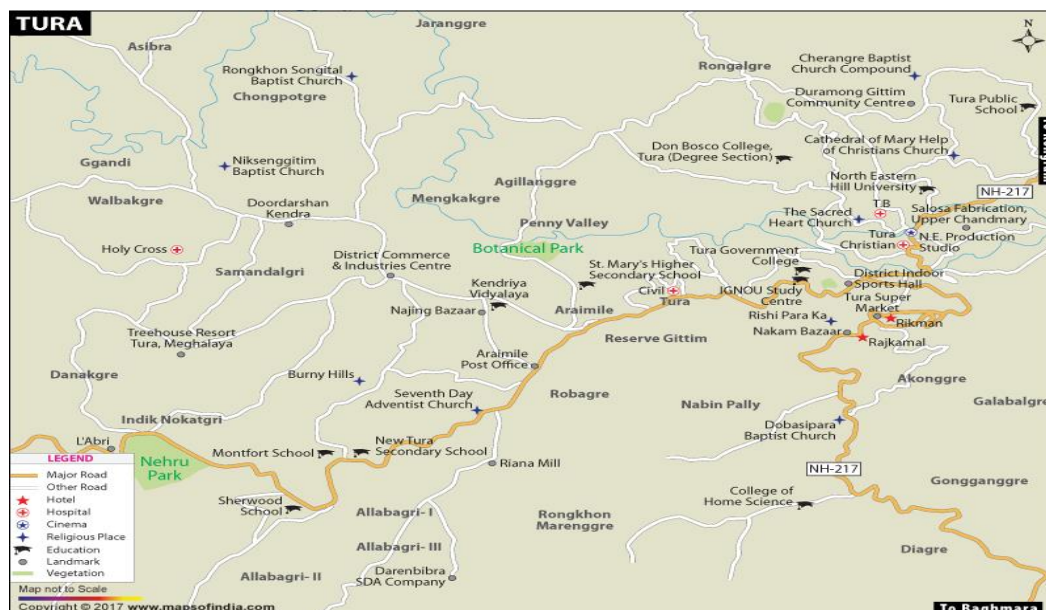
## **5. Area of the Study: West Garo Hills, Meghalaya**

West Garo Hills is one of the largest districts in the State of Meghalaya located in the eastern part of the country. The Garo Hills district was divided into two districts, viz the West Garo Hills District and the East Garo Hills District in October 1976. The erstwhile West Garo Hills district was further divided into two administrative districts of West and South Garo Hills in June 1992. The district headquarters of West Garo Hills is Tura, which is the second largest town after the State capital Shillong. West Garo Hills district is predominantly inhabited by the Garo tribe.

### **5.1 Tura**

Tura is a hilly town in the West Garo Hills district in Meghalaya. It is also the district headquarter of the West Garo Hills District. It is one of the largest towns in Meghalaya located at the foothills of the Tura region. The city has 4 colleges and a host of good secondary schools. Accordingly, this research study was carried out in three colleges located in the Tura, West Garo Hills, Meghalaya region. The two surveyed colleges are located in the main town and the other one is located in the rural area.

- Tura Government College (Hawakhana, Tura)
- Don Bosco College (Sampalgre, Tura)
- Harding Theological College (Edenbari)



***Image No.1. Geographical Location of Tura***

(Source: [www.GoogleMaps](http://www.GoogleMaps) of India)

## 6. Limitation of the Study

The study on the organizational staff structure is limited to the structure of relationship among position job, function, and facilities of college libraries. The study is intended to carry out to find out the organizational staff structure of selected college libraries.

## 7. Methodology of the Study

The study has been conducted through survey method. The primary sources include survey, observation, questionnaire, personal, interview, etc. A structured questionnaire is designed to gather the information from the library professionals and moreover, a personal interview is conducted with the library staff of the college as well as observation method is also applied simultaneously. On the other hand, the secondary sources include relevant books newspapers, journal articles from the related research works. The data collected are gathered were analyzed and discussed in tabular forms.

## 8. Data Analysis and Interpretation

### General Information of the Libraries

In Table No.8.1 below the general information about the three college libraries included in the study, viz., Tura Government College, Don Bosco College, and Harding Theological College are depicted. Tura Government College is situated in the Hawakhana and the College was established in the year 1958 along with the Library. Don Bosco College is situated in Sampalgre and the College was established in 1987 with the Library. In the same way, Harding Theological College was situated in Edenbari. The College was established in the year 1995 along with the Library. It can be observed that T.G.C is a Government Institution, D.B.C is an Aided Institution and H.T.C is a Private Institution.

**Table No. 8.1. General Information about the Libraries**

<b>General Information</b>	<b>Name of the Colleges</b>		
<b>Name of the College</b>	Tura Government College	Don Bosco College	Harding Theological College
<b>Name of Library</b>	Tura Government College Library	Don Bosco College Library	Harding Theological College Library
<b>Year of Estd.</b>	1958	1987	1995
<b>Type of Institution</b>	Government	Aided	Private
<b>Address</b>	Hawakhana	Sampalgre	Edenbari

### Library Hours

The Library hours of three College Libraries are given below in Table No. 8.2. Three College Libraries have a different schedule. T.G.C. Library hours start from 10:00 A.M. to 5:00 P.M.; the D.B.C. is from 9:00 A.M. to 4:00 P.M. and H.T.C. Library hours are from 9:00 A.M. to 4:00 P.M. & 6:00 P.M. to 9:00 P.M.

**Table No. 8.2. Library Hours**

<b>Library Hour</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
<b>Timings</b>	10:00A.M-5:00P.M.	9:00A.M-4:00P.M	9:00A.M-4:00P.M & 6:00P.M-9:00P.M

**Total Number of Library Staff**

Table No. 8.3 reflects the status of the total number of Library staff in the selected college libraries. The present status shows TGC having the highest number of staff with 5 staff, HTC with 4 staff, and DBC with 3 staff.

**Table No. 8.3 Total number of Library Staff**

<b>Library Staff</b>	<b>T.G.C. Library</b>	<b>D.B.C Library</b>	<b>H.T.C Library</b>
Librarian	–	1	1
Deputy Librarian	1	–	–
Assistant Librarian	–	–	1
Professional Assistant	–	–	–
Semi-Professional Assistant	–	–	–
Library Assistant	1	2	1
Library Attendant	1	–	1
Any other	2	–	–
<b>Total</b>	<b>5</b>	<b>3</b>	<b>4</b>



### **Total Collections of the Library**

Table No.8.4 shows the details about the Library collections. T.G.C. Library has got the highest number of collections comprising of 60,131; D.B.C. Library with 21,727 and H.T.C. Library with 16,152.

**Table No. 8.4 Total Collections of the Surveyed Libraries**

<b>Items</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
Books	60000	21675	15800
Journal	49	0	52
Rare books	82	0	0
Manuscript	0	0	0
Audio cassette	0	0	0
CD ROMS	0	52	0
Microfilms	0	0	0
Theses	0	0	300+
<b>Total</b>	<b>60,131</b>	<b>21,727</b>	<b>16,152</b>

### **Library Services**

Table No.8.5 shows the services offered by three College Libraries. The T.G.C. Library does not provide any kind of library services. D.B.C. Library provides only Online/Electronic Services. Whereas H.T.C. Library provides Current Awareness Services.

**Table No. 8.5 Library Services**

<b>Services Offered</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
Current Awareness Service	—	—	✓
Online/Electronic Services	—	✓	—
Selective Dissemination of Information	—	—	—
OPAC Facilities	—	—	—

References Desk Services	—	—	—
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### **Source of Knowledge about the College Library before Joining**

Table No 8.6 highlights the sources of information or knowledge gathered about the recruitment before joining the college. The main source of information about T.G.C. Library was gathered from Newspaper whereas about D.B.C. Library was acquired from friends. On the other hand, the staff of H.T.C. Library came to know from an advertisement.

**Table No. 8.6 Source of Knowledge about the College Library**

<b>Sources</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
Advertisement	—	—	✓
Newspapers	✓	—	—
Internet	—	—	—
Friends	—	✓	—

### **Selection Procedure adopted for the Appointment**

Table No.8.7 shows that the process of selection undergone by the library staff before getting an appointment in all the three colleges was the same i.e. personal interview.

**Table No. 8.7 Selection Procedure for the Appointment**

<b>Procedure</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
Technical Interview	—	—	—
Personal Interview	✓	✓	✓
Demonstration tests	—	-	-
Written tests	—	—	—

## Qualifications Possessed

In below Table No.8.8 shows the qualification of Library staff of the three colleges. The qualification of T.G.C. Librarian is 10+2 and Graduate (Diploma in Library Science). Whereas the Librarian of D.B.C is 10+2 and that of H.T.C. Librarian is Post-Graduate in Library and Information Science).

**Table No. 8.8 Qualifications Possessed by the Librarian**

<b>Qualification</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
10+2	-	✓	—
Graduate (Diploma in Library Science)	✓	—	—
Graduate (in any subject)	—	—	—
Graduate (Bachelors in Library and Information Science)	—	—	—
Post-graduate (Master of Library and Information Science)	—	—	✓
Post-graduate (in any other subject)	—	—	—

## Working Environment of the Library

It can be seen that the working environment of T.G.C. Library is good. And according to D.B.C. and H.T.C Librarian working environment in the Library is fair.

**Table No. 8.9 Working Environment of the Library**

<b>Working Environment</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
Fair	—	✓	✓
Good	✓	—	—

Excellent	—	—	—
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### **Pay Structure Drawn by the Library Staff**

Table No.8.10 highlights the range of pay structure drawn by the staff of the College Libraries. Three College Libraries have different scale drawings in the Library. T.G.C. Library has some of the staffs who are drawing in between a range of 15000 to 20000, some are having with 25000 to 30000 and while some are having with 30000 above. D.B.C. Library some staffs are drawing with 10000 to 15000, some staffs having with 30000 above. H.T.C. Library staffs are drawing with 20000 to 25000 only. T.G.C. Library and D.B.C. Library staff are drawing on the same scale.

**Table No. 8.10 Pay Structure Drawn**

<b>Pay Scales</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
5000-10000	—	—	—
10000-15000	—	✓	—
15000-20000	✓	—	—
20000-25000	—	—	✓
25000-30000	✓	—	—
30000-above	✓	✓	—

### **Difficulties faced by Library Staff Members**

Table No.8.11 shows some of the difficulties faced by library staff members of three colleges. The Library staff of T.G.C. Library gets insufficient funds, faced a lack of support from the authority and there is a lack of standard library management software to operate the library system properly. According to the D.B.C. Librarian staff report, the problem face by them is

that there is a lack of support from authority and there is adequately trained staff in management and also there is a lack of standard Library management software. In the case of H.T.C, there are insufficient funds and there is a lack of standard Library management software.

**Table No. 8.11 Difficulties faced by Library Staff Members**

<b>Problems</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
Insufficient funds	✓	–	✓
Lack of support from the authority	✓	✓	–
Library staff are not interest in management adoption	–	–	–
Inadequately trained staff in management	✓	✓	–
Lack of standard library management software	✓	✓	✓
Due to technical problem	–	–	–
Network problem	–	–	–

### **Needs and Requirements of the Library**

Table No.8.12 shows the needs and requirements of T.G.C, D.B.C, and H.T.C Libraries. Institutions' maintenance formal requirement policies are disagreed by T.G.C and agreed by D.B.C and H.T.C Libraries staff. Institution encouragement a large number of applications for any vacant position are disagreed by all the three Libraries. Job analysis guidance and recruitment process of the institution are being disagreed by T.G.C and fairly disagree by D.B.C and H.T.C. Institution selection process are disagreed by T.G.C and agreed by H.T.C and D.B.C. Fair institution selection process are agreed by all the three libraries. Focusing considerable on the applicant's psychological attributes in the selection process are agreed by TGC and DBC and fairly disagreed by H.T.C.

**Table No. 8.12 Needs and Requirements of the Library**

Needs and Requirements	T.G.C			D.B.C			H.T.C		
	A*	F.D*	D*	A*	F.D.*	D*	A*	F.D.*	D*
Our Institution maintains formal requirement policies.	–	–	✓	✓	–	–	✓	–	–
Our Institution encourages a large number of applications for any vacant position.	–	–	✓	–	–	✓	–	–	✓
Job analysis guides the recruitment processes of our Institution	–	–	✓		✓	–	–	✓	–
Our Institute follows a rigorous selection process	–	–	✓	✓	–	–	✓	–	–
Our Institution's selection process is fair'	✓	–	–	✓	–	–	✓	–	–
Considerable time is spent on our employee selection process to find out the right person.	✓	–	–	–	✓	–	–	✓	–
Considerable focus on the applicant's psychological attributes in the selection process	✓	–	–	✓	–	–	–	✓	–

**[Note: Agree-A\*, Fairly Disagree-F. D\*, Disagree-D\*]**

### **Specific Training and Development Programs available for Library Staff**

In the given Table No. 8.13 shows Specific Training and Development programs available for the staff. Formal education to acquire degrees e.g. B.A, M.A, MPhil, Ph.D. in information studies Training Program was not available for T.G.C and D.B.C Librarian staff, whereas for H.T.C staff is available. Workshops and Seminars conferences training program is available for T.G.C and H.T.C staff but is not available for D.B.C staff. Regular ICT skills training are not available for all the three Library staff.

**Table No. 8.13 Professional Training and Development Programs**

Training and Development Programs	T.G.C. Library		D.B.C. Library		H.T.C. Library	
	Yes	No	Yes	No	Yes	No
To acquire or enroll in higher education	—	✓	—	✓	✓	—
Workshops	✓	—	—	✓	✓	—
Seminars/Conferences	✓	—	—	✓	✓	—
Training organized in-house	—	✓	—	✓	—	✓
Regular ICT skills training	—	✓	—	✓	—	✓

**Periodicity for Training allowed by the Authority**

Table No.8.14 shows that T.G.C Librarian staff does not get the benefit of participating in any kind of training whereas DBC and HTC Librarian receive training after every three years.

**Table No. 8.14 Periodicity for Training allowed by the Authority**

Training Received	T.G.C. Library	D.B.C. Library	H.T.C. Library
Once a year	—	—	—
Every two years	—	—	—
Every three years	—	✓	✓

**Types of Training Programs attended in the last 5 years**

In below Table No.8.15 shows Training programs attended in the last five years. It can be seen that technology training programs were participated by DBC and HTC Library staff. And short term training programs were obtained by D.B.C Library staff.

**Table No. 8.15 Training Programs Attended**

<b>Training Programs</b>	<b>T.G.C. Library</b>	<b>D.B.C. Library</b>	<b>H.T.C. Library</b>
Seminars & Workshops	—	—	—
Technological Programs	—	✓	✓
Soft Skills Development Programs	—	—	—
Administrative Training	—	—	—
Short Term Training Programs	—	✓	—
Refresher Courses	-	-	-

### **Interest to adapt to the Changing Environment**

From Table No.8.16, it is reflected that DBC and HTC Library staff are interested to adapt to the changing environment whereas TGC Library staff pointed out that they have got no interest.

**Table No. 8.16 Interest to the Changing Environment**

<b>Name of the Library</b>	<b>Yes</b>	<b>No</b>
T.G.C. Library	—	✓
D.B.C. Library	✓	—
H.T.C. Library	✓	—

## **9. Findings of the study**

i. It can observed that T.G.C. Library is lacking the support from the authority in upgrading the Library and Library staff which as a result is turning out to be a drawback towards the progression of the Library.

ii. It is found that H.T.C. Library, both the Librarian and Assistant are well qualified that is post-graduate but they have limited staff due to shortage of fund.



iii. The T.G.C. Library has a collection of 60,131 documents, D.B.C. Library has 21,727 and H.T.C. Library has a collection of 16,152 documents.

iv. The pay structure of T.G.C Library staffs is drawn with 15000-20000, some are having with 25000-30000 and again are having with 30000 above. In D.B.C Library staff are drawn with 10000-15000 and some staff is drawn with 30000 above. H.T.C. Library staffs are drawn with 20000-25000 only. T.G.C and H.T.C Library staff are drawing on the same scale.

v. Both the D.B.C and H.T.C. Library staff is facilitated with the technology program and again D.B.C library staff is provided with short-term training.

vi. It is found that all the three colleges have not conducted any staff training program in the library.

## **10. Suggestions**

i. It is suggested that all college library professionals or their representatives should work together to get their views and recommendations on current issues, problems with their solutions.

iv. The College Librarian should take the initiative to conduct and organize staff training program in the library.

v. Authority should focus on imparting training to the College Librarian to develop leadership skills among the employees.

vi. The pay given to the employees working in the organization should satisfy all their needs so that they can work with more involvement and commitment in the organization for a longer period.

vii. It is also suggested that T.G.C authority should be supportive in upgrading the library and library staff.

## **11. Conclusion**

The organizational structure should facilitate decision making, the proper reaction to environment, and conflict resolution between the units. The relationship between the main

principles of an organization and coordination between its activities and internal organizational relations in terms of reporting and getting reports are duties of organization structure. The main purpose of this study is to investigate the organizational staff structure of selected College Libraries of West Garo Hills in Meghalaya. The selected college libraries are T.G.C, H.T.C, and D.B.C Library. The researcher physically distributed the questionnaire to collect the information on the structure from the staff and all the gathered data were analyzed and discussed.

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